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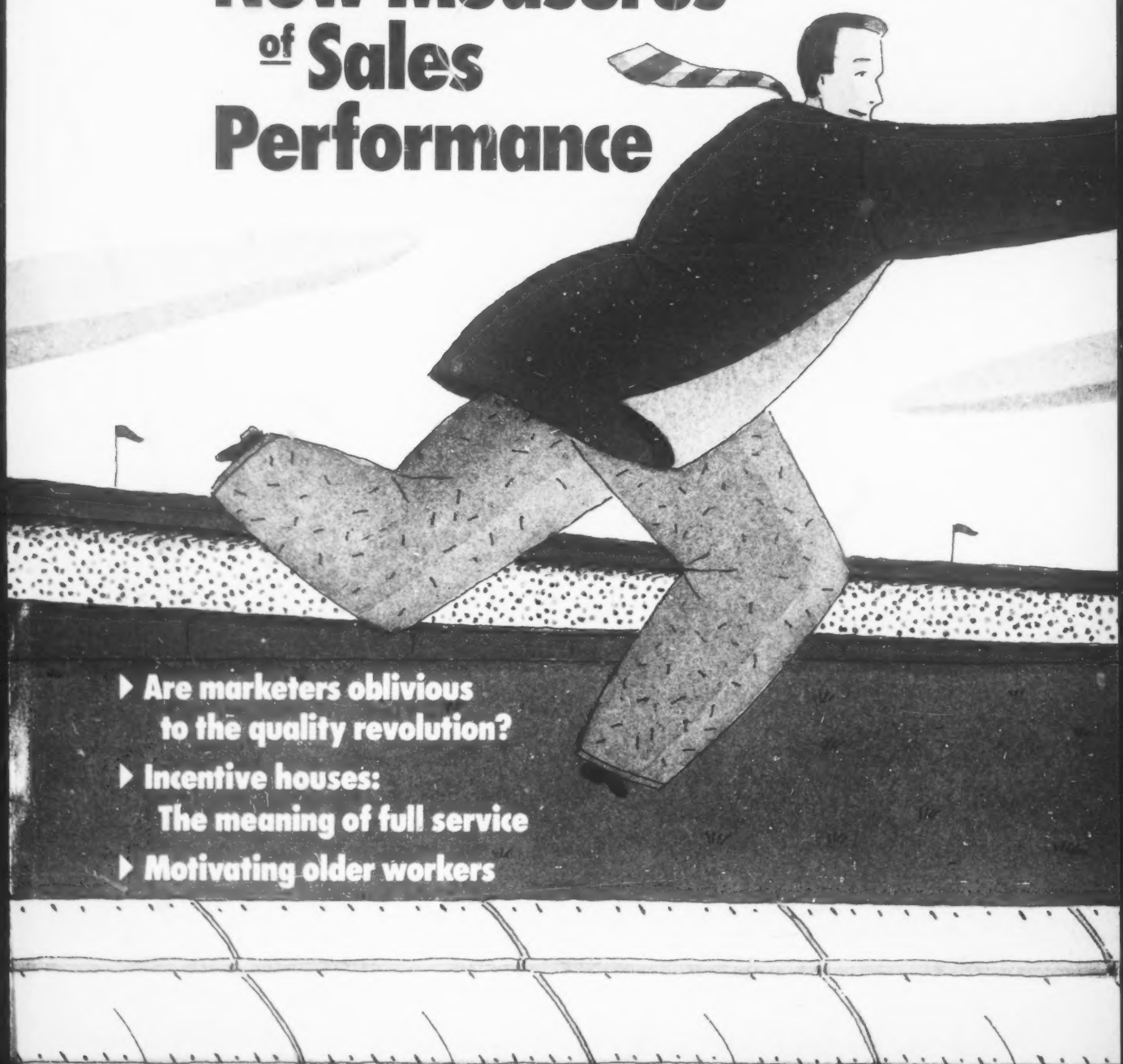
NOVEMBER 1988

INCENTIVE

MANAGING AND MARKETING THROUGH MOTIVATION

New Measures of Sales Performance



- Are marketers oblivious to the quality revolution?
- Incentive houses: The meaning of full service
- Motivating older workers

A BILL PUBLICATION • FORMERLY INCENTIVE MARKETING, INCORPORATING INCENTIVE TRAVEL

NOVEMBER 1988

INCENTIVE

84th YEAR, VOL. 162, NO. 11

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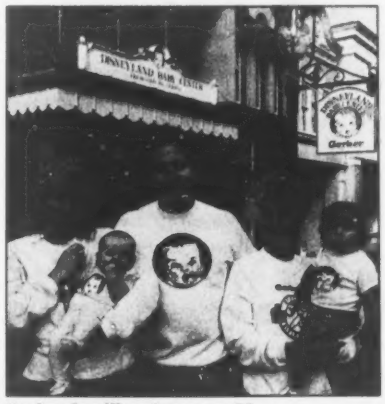

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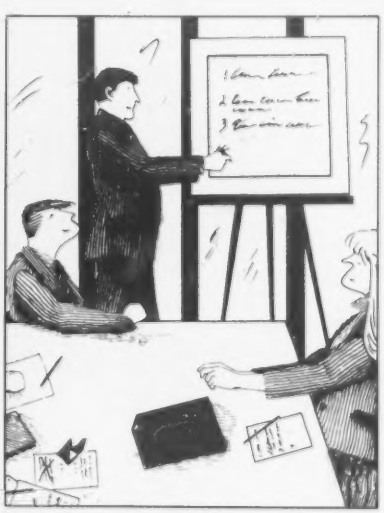

Developing measures. See page 60.

Pre-Retirees

HOW TO KEEP THEM PRODUCTIVE

BY JOANNE LEVINE

Flexible hours, retraining and properly constructed incentive programs can keep this age group motivated and productive.

Sitting idly at his desk, Joe turns to his calendar and counts the six months and four days he has left until retirement. Increasingly bored on the job, Joe finds that more than three years have passed since he felt challenged.

Joe's supervisor has another point of view. He claims that Joe's productivity has declined considerably in the past few years. The manager is unwilling to assign him any of the more challenging projects.

Does this situation exaggerate the state of workers approaching retirement? Hardly, experts claim. Many companies give up on "pre-retirees," assuming that older employees are just counting the days before retirement. "If a company treats its older workers as marginal, it becomes a self-fulfilling prophecy," said Martha Holstein, associate director for the San Francisco-based American Society on Aging.

COMSTOCK

Progressive companies use the concept of "mentoring," in which older workers help train younger staff members.

The fault does not lie only with management. "Older workers need to revise their attitudes toward training and performance," said Ronald Pilenzo, president of the American Society for Personnel Administrators (ASPA), Alexandria, Va. Specifically, Pilenzo cited tunnel vision, an unwillingness to keep up with new technology, and a tendency to rest on past accomplishments.

Although no one can put a price tag on senior employee career problems, the costs are high, according to a nationwide survey of 600 human resource executives conducted by ASPA and the Commerce Clearing House. Career plateaus and skill obsolescence hurt the performance and morale of the senior employee and can spill over to co-workers and customers.

According to survey respondents, the consequences include: clogged promotion channels, which contribute to the loss of talented young employees; lower overall productivity in the senior worker's department, and damaged relationships with customers or clients. Morale problems are furthered when younger workers look upon stale older workers and think, "Is that what I have to look forward to?"

The pre-retiree problem becomes more acute as the American work force grows older. Today, the median age of the work force is 36 years old, compared with 34.7 years old in 1979.

Out of a total labor force of 122 million people, over 15 million —or better than 12 percent—are 55 years old and older, according to Diane Herz, an economist with the Washington-based Bureau of Labor Statistics. And the number is rising. "There will be a sharp increase in the number of 55-year-olds in the labor force by the year 2010," said Herz. "That is the year baby boomers start turning 55." The recent prohibition against mandatory retirement may add to the number of older workers.

Today, the average retirement age is 62 years old, according to Shirley Waldrum, senior program specialist for the Washington-based American Association of Retired Persons (AARP). But, "a recent Lou Harris survey showed that half the people who retired would have rather kept working," said Victoria Kaminski-da Rosa, a human resources consultant in Danville, Calif.

So what strategies can companies employ to keep older workers vital and productive? Start with programs for managers to reverse preconceived notions and negative stereotypes about older workers, the experts said. Invest in training for older workers. Consider such programs as "mentoring," phased-out retirement and incentives for keeping skills current.

Managers need to have a better understanding of older workers. "Our society is geared to youth," said Helen

HOW COMPANIES CAN KEEP PRE-RETIREES VITAL

Recommended Method	Percentage*
▶ Annual performance appraisal and feedback regarding potential career problems	88
▶ Annual assessment to identify training needs	88
▶ Training and development	77
▶ Tuiton reimbursement	76
▶ Career counseling	74
▶ Job redesign	74
▶ Transfers to improve fit between employee and job requirements	71
▶ Incentives to retire early for workers who encounter problems	67
▶ Creation of new roles: mentors, consultants	60
▶ Incentives for pre-retirees to keep skills current	60

*Percentage of respondents who indicate a "moderate" to "high" need for corporate policy. From a study of 600 human resource executives conducted by the American Society for Personnel Administrators and Commerce Clearing House.

Dennis, project director for the Conference Board in New York and the University of Southern California's Androus Gerontology Center in Los Angeles. "This is reflected in the work force. Although age discrimination is illegal, many people believe that if a worker has not made it to the top by age 40, forget about them."

Added AARP's Waldrum: "Memory loss and increased resistance to learning new tasks are characteristics often associated with older workers. This is just not true."

Many older employees learn differently, if not better, than younger ones. "Mature learners tend to take new information and integrate it with their life experience," said Waldrum. "When younger people learn, they take it in raw and give it back" without as high a level of understanding. Managers need to better understand the psychology of older workers and their methods of learning, experts suggested. Associations on aging and human resources consultants offer such training.

Pre-retirees need training, too. "Whether it be in computers or new management skills, older workers should be part of the training process," said Benson Rosen, professor of business administration at the University of North Carolina at Chapel Hill. "If you deprive people of training opportunities, you hurt their self-esteem and, in turn, their performance. People respond negatively to being treated as second-class citizens," he added.

Sometimes, older workers have the capacity to work harder but feel bored or burned out. "Instead of getting rid of them, retrain them and help them find a new niche," recommended ASPA's Pilenzo. The investment is worthwhile, consultant Kaminski-da Rosa pointed out, because "older workers are less likely to bail out and go to a competitor with the new knowledge."

With mentoring, companies employ older workers to help train younger staff members. "Many pre-retirees want to leave something behind," said Dennis. "This new role enables pre-retirees to leave a lasting contribution. Mature workers have an extraordinary amount of knowledge to share. For example, Xerox has done this with new and old scientists. It has worked amazingly well."

Mentor programs send a signal to employees that older people are valued. "People who are 50 to 64 years old are primarily in the psychic-reward phase of life," said Richard Balkite, director of senior marketing for Stamford, Conn.-based Donnelley Marketing. "They want to be somewhat self-indulgent. A simple appeal to work harder and longer is largely going to fall on deaf ears. Companies should appeal to this audience's internal pride. That is why mentoring is successful."

Programs that give older workers the opportunity to gradually work less hours address another problem: fear of retirement. Phased-out retirement, for example, can provide the flexibility to keep pre-retirees happy, said

CAUSES OF PRE-RETIREE WORK PROBLEMS

Factors	Percentage*
▶ Employee loss of motivation	67.0
▶ Poor performance appraisal system	65.1
▶ Poor career pathing	62.8
▶ Rapidly changing job duties	62.3
▶ Lack of incentives to keep skills current	58.2
▶ Lack of investment in training and development	56.2
▶ Meager incentive for early retirement	53.6
▶ Inflexibility in job assignments and transfers	51.9
▶ Employee physical decline	29.8
▶ Employee mental decline	16.5

*Percentage of respondents who indicate a "moderate" to "very great" effect. From a study of 600 human resource executives conducted by the American Society for Personnel Administrators and Commerce Clearing House.

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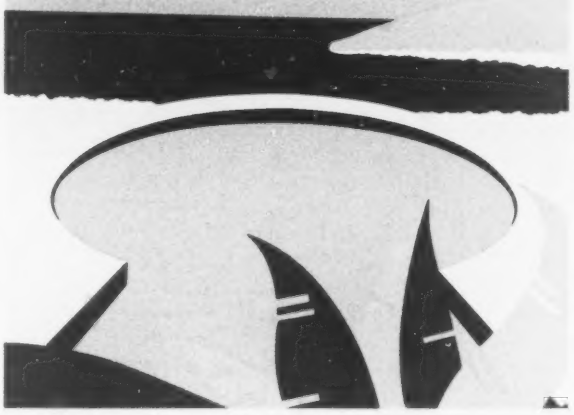

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James Weil, vice president of senior services for the Metropolitan Life Insurance Company, New York.

Hiring retired employees as "consultants"—in positions ranging from executive to clerical—is an emerging option. For example, the Hartford, Conn.-based Travelers Companies and New York-based AT&T have created job banks for retired workers. In these cases, a pool of retirees are kept on hand to work for the company.

"Aside from being a wonderful resource for the company—as retired workers are very loyal—it helps to motivate pre-retirees," said Ric Morency, national manager for the retired employees benefit organization at

Pre-retirees look more toward nonmaterial, experiential rewards. A trip for two to an exotic destination of the winner's choice may be a good alternative, says a researcher.

AT&T in Rolling Meadows, Ill. "It shows that there is a sense of continuity and a future if the worker so desires."

Noted Prof. Rosen: "Companies that can afford to should sit down with employees in their 40's and 50's to figure out where they want to go in the future—both in their careers and their finances."

Many managers assume that older workers do not respond to incentives or recognition, but that is not so. Said consultant Kaminski-da Rosa: "All people respond to positive reinforcement. What is the reward system saying to pre-retirees? Are they still being promoted and given raises? Are they given fair and valid performance appraisals? Are they given new and challenging tasks? It is not what the company says, but what it does."

When developing any type of incentive or recognition program for older workers, an understanding of their psychology is of paramount im-

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portance. "People become more unique as they age," said Kaminski-da Rosa. "Whatever you were as a youngster, you are even more so when you are older."

This individuality should affect the selection of awards for older salespeople or other employees involved in an incentive program. The consultant recommended that companies confer with older employees about an incentive program if a relatively large number of them are involved.

A variety of award choices probably works best. "A catalogue filled with options is a good idea," said Kaminski-da Rosa. "Designating a trip to a specific destination at a designated time may not get the same response as a more flexible option."

Companies should examine the economic situation of their older employees when designing an incentive program. "For example, money is not going to have the same impact with upper-level management as it does with lower salaried employees," said Holstein of the American Society on Aging. "However, everyone appreciates recognition."

Recognition awards work particularly well because people aged 50 and over often experience an erosion of confidence, said Balkite of Donnelley Marketing. "Commemorative types of awards, such as plaques which can be displayed publicly, are a good idea," he said. "A feature article on an individual employee in the company's internal publication or annual report may be a unique avenue to recognize a worker. It shouldn't be just a fluff piece, but one that really pays homage to an employee's years of service."

Material awards such as cars and boats will not have as much impact on older workers as with younger ones, the experts said. "Pre-retirees look more toward nonmaterial, experiential things. A trip for two to an exotic destination of the winner's choice may be a good alternative," said Donnelley Marketing's Balkite.

Finally, pre-retirees may respond well to awards that provide a sense of financial security. "A company should try offering treasury bonds or some other secure financial investment," said Balkite. □

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ARUBA TOURISM AUTHORITY

Scuba diving in the Caribbean

Islands

Elegant resorts are springing up throughout the Caribbean, while new attractions highlight Bermuda and Puerto Rico.

BY SYLVIA TIERSTEN

Nearly 500 years ago, Christopher Columbus accidentally landed in the West Indies and spent the rest of his life claiming the islands for his European patrons. Today's explorers include developers and hoteliers who know a good island when they see one—and are investing heavily in upscale tourism facilities throughout the West Indies.

In 1987, the Caribbean area attracted a record number of tourists: just under 10 million tourists, for an increase of 14 percent over 1986. A 6 percent increase is expected for 1988, according to the Caribbean Tourism Association. After Hawaii, California, Florida and Mexico, the Caribbean and Bahamas rank as the most popular incentive destinations, according to **Incentive** FACTS surveys. Bermuda had a record year in 1987, but tourism is off somewhat this year.

Elegant new resorts are springing up throughout the Caribbean area, while existing inventory is being spruced up and expanded. Even Hurricane Gilbert, which recently devastated Jamaica, will bring insurance dollars for repairing and refurbishing damaged properties. "When this work is finished, the island's top hotels will be even better than they were before," claims Marcia Bullock, manager of groups and conventions/Northeast for the Jamaica Tourist Board in New York. The tourism industry in Jamaica expects to be back on its feet for this winter season.

One difficulty that the Caribbean faces, says Valerie Troiano, sales manager for meetings and incentives at Divi Resorts in Ithaca, N.Y., is "that there are other regions of the world that have been focused for a long time on meetings and incentive travel. Unless we learn about some of the best techniques to market ourselves, we are going to be left in the dust."

One sign of the region's growing commitment to incentive travel is the formation of a Caribbean chapter of the Society of Incentive Travel Executives. The chapter office will be officially inaugurated in July 1989.

■ ARUBA

Last year was Aruba's best year for tourism, thanks to aggressive marketing programs that generated a 21.7 percent increase in U.S. visitors to the Dutch Caribbean destination. In 1977, the island had 2,000 guest rooms; look for that number to more than double by the end of 1990, says Watti Chai, director of the Aruba Tourist Bureau in New York.

Late next year, the 400-room Ramada Renaissance, a $15 million complex with suites, town houses and condominiums, will open its doors. A 40-acre island with Venetian-like canals will be the venue for the new 300-room Sonesta Hotel Aruba Beach Club & Casino, when it debuts next year. Divi Village, with 50 luxury suites and 50 additional guest rooms, is slated for a 1989 opening, as is Paradise Villas, a complex of 132 oceanfront apartments.

In 1990, a 360-room Hyatt Regency hotel and casino will open on Palm Beach. Also slated for 1990 is Harbor Town, with 240 rooms, a casino and a 200-slip marina. As yet, no completion date has been announced for the Five C's of Aruba Resort, which will include 500 rooms, a conference center and two professional 18-hole golf courses.

To keep up with the demand for upscale hotels, a number of properties are upgrading and expanding their facilities. Holiday Inn Aruba is adding 215 rooms for a total of 602. The redesigned Aruba Palm Beach, formerly under Sheraton management, is building 167 new rooms for a total of 369. The expanded Americana Aruba will offer 406 rooms, while the Divi Dutch Village is adding 70 studios for a total of 138. The all-suite Casa Del Mar, with 32 units, will have 142 by the end of 1989.

Unlike most Caribbean islands, Aruba has a dry,

Year-round balmy weather and proximity to the U.S. mainland continue to lure American guests to the glittering hotels and casinos of the Bahamas archipelago.

desert-like climate. Caracas, Venezuela, is just 40 minutes away by air; visitors contemplating this side trip are advised to bring along a passport.

De Palm Island, a reef island developed by De Palm Tours, caters to the incentive crowd with all manner of theme parties. Groups can sail over to the privately owned island by catamaran, ferry, yawl or glass-bottomed boat for a day of rest and relaxation, or stage a theme party in the 300-seat dining room and theater complex.

De Palm's Aruba Night opens with a sunset dinner cruise featuring native dishes and is followed by a folkloric show and dance contest on the island's Palm Terrace. Another theme evening is a Bonfire Bonanza—complete with beach barbecue, music played by a local steel band, and dancing around a romantic beach bonfire.

■ BAHAMAS

Year-round balmy weather and proximity to the U.S. mainland continue to lure American guests to the glittering hotels and casinos of the Bahamas archipelago. Bustling Nas-

COUNTRY	Shoulder season	Weather (Avg. temp./ rainy season)	U.S. gateway./ (Partial listing)	Largest group in one hotel	# of hotels able to handle groups over 300	New hotel rooms for incentives
▶ARUBA	None	Low to mid-80's; Oct.-Jan.	Miami, New York, Newark	600	7	1988 - 506 rooms 1989 - 874 rooms
▶BAHAMAS	May-June, Sept.-Nov.	75; none	11 gateways	1,500	20	1988 - 200 rooms 1989 - 1,140 rooms
▶BARBADOS	June-Oct.	75-85; July-Sept.	Baltimore, Boston, Chicago, Miami, New York, Philadelphia, Washington	500	8	1988 - 75 rooms 1989 - 60 rooms
▶BERMUDA	Unlike other islands, Bermuda's peak season is April-Oct. Off-peak is Jan.-March 15, Nov.-Dec.	Jan.: 58-67 Aug.: 85	Atlanta, Baltimore, Boston, Hartford, New York, Tampa, Washington	1,200	8	1988 - 30 rooms 1989 - None
▶JAMAICA	May, Sept.-Oct.	85; May, Oct.	Atlanta, Baltimore, Los Angeles, Memphis, Miami, New York, Philadelphia	1,000	6	1988 - None 1989 - 1,000 rooms
▶PUERTO RICO	Easter, Memorial Day, Labor Day, Thanksgiving	80's; Sept.-Oct.	13 gateways	1,000	8	1988 - 800 rooms 1989 - 1,200 rooms
▶ST. MARTIN	May-June	Sept.-Oct.	Boston, Dallas, Miami, New York	300	2	1988 - 600 rooms 1989 - None
▶U.S. VIRGIN ISLANDS	Oct.	82; Sept.-Oct.	Chicago, Miami, Newark, New York	500	24	1988 - 140 rooms 1989 - 265 rooms

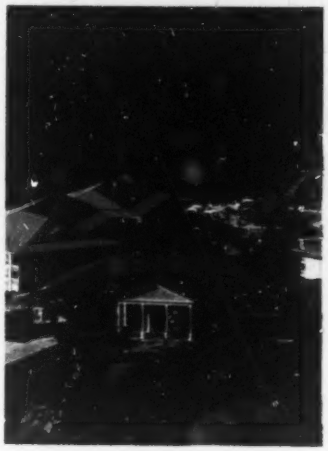
sau welcomes more than two million visitors annually.

Last March, the John Hancock Life Insurance Company rewarded 600 top-producing agents and their spouses with two back-to-back trips to the Cable Beach Hotel and Casino in Nassau. "The hotel has a fine function space, which enabled us to organize various activities and floor shows," says Frederick McManus, director of conferences, travel and visual communications for the Boston-based company.

John Hancock's sports-minded travelers took advantage of the hotel's championship golf and tennis facilities and tried out para-sailing and wind-surfing. A pool-side Junkanoo party on opening night featured local foods, island bands and an elaborate fireworks display. The highlight of the trip was a 40-minute sail to the private island of Blue Lagoon for volleyball, water sports and a barbecue lunch. The cost was approximately $45 per person.

Nassau's newest sightseeing attraction is Coral World, a $13 million underwater observatory and marine

Gambling	Recommended sites, things to do	Contact
Yes	Oranjestad (Dutch architecture), gold mill ruins, natural bridge of rocks, coral reef	Watti Chai, director Aruba Tourist Bureau 1270 Ave. of the Americas New York, N.Y. 10020 (212) 246-3030 or (800) TO-ARUBA
Yes	Blue Lagoon day trip to an outer island via catamaran, British forts from 18th century, botanical garden with flamingos	George Suhr, senior marketing consultant Bahamas Ministry of Tourism 255 Alhambra Circle, Ste. 415 Coral Gables, Fla. 33134 (305) 442-4867
No	Cruise aboard the Jolly Roger pirate ship replica, Bridgetown (17th century homes), dinner show at Barbados Museum, submarine trip	Shirley Monteil, incentive coordinator Barbados Board of Tourism 800 Second Ave. New York, N.Y. 10017 (212) 986-6516 or (800) 221-9831
No	Maritime museum, Royal Navy dockyard, 17th century forts, aquarium, moped rental	Dianne Carlson, manager Bermuda Department of Tourism 310 Madison Ave., Ste. 201 New York, N.Y. 10017 (212) 818-9800
No	Rose Hall Great House, Dunns River Falls, rafting on Martha Brae, plantation tours	Marcia Bullock, manager of groups and conventions/Northeast Jamaica Tourist Board 866 Second Ave. New York, N.Y. 10017 (212) 688-7650 or (800) 847-4279
Yes	Nearby islands of Culebra and Vieques, Old San Juan, Rio Camuy Cave Park, Bacardi rum distillery, El Yunque tropical rain forest	Ivy Deerman, director of sales San Juan-Puerto Rico Convention Bureau 1101 15th St. N.W. Washington, D.C. 20005 (202) 457-9262
Yes	Nearby deserted islands for day sail	Cecile Graffin, sales promotion director French West Indies Tourist Board 610 Fifth Ave. New York, N.Y. 10020 (212) 757-1125
No	Underwater coral observatory, sugar mill	Rafael Jackson, regional director U.S.V.I. Division of Tourism 1270 Ave. of the Americas New York, N.Y. 10020 (212) 582-4520



SUCCESS IS WHEN EVERYONE WANTS TO QUIT.

A turn in the road... there it is down below. Long, palm-fringed beach. Calm aqua waters. Nothing but green hills, sparkling sea... and the graceful pastel buildings of l'Habitation.

Your group says "O-o-o-h-h-h." And you, the planner, are in trouble.

Which gets worse. Everyone loves the haute cuisine and hot nightlife. The attentive service. The tennis, squash and workout equipment at Le Privilège Fitness Center. The space - peace - quiet.

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